G.   PERFORMANCE PLANNING AND EVALUATION PROGRAM

1.   Overview

2.   DHR's Executive Planning and Evaluation Process

G. 1. OVERVIEW

The Performance Planning and Evaluation Program (PEP) is the element of the DHR Management Model designed to measure individual achievement that is directly linked to the achievement of the agency goals and objectives.

Employees are responsible for the implementation of strategies identified to achieve the Goals and Objectives. The employees' Position Descriptions should reflect the Action Plan for that Section, Program, or Administration, as these Action Plans are derived from the strategies. The Performance Standards for individual tasks from these Action Plans must therefore be linked to the measures for the desired outcomes stated in the Strategic Plan/MFR.

PEP is also linked to the CPI process as it provides a systematic forum for employees and supervisors to identify and improve, as appropriate, processes for service and product delivery to customers. It is also useful in the establishment of these processes, as the opportunity for dialogue facilitates implementation of processes that are likely to be more successful due to the input of the employee who has "hands-on" experience with the processes.

Employee performance has a direct impact on the effective use of the financial resources (Budget) of the organization. The extent to which employees achieve high performance is reflected in the ability of the organization to manage and leverage its financial resources, improve cost effectiveness, and increase return on investment.

G. 2. DHR EXECUTIVE PLANNING AND EVALUATION PROCESS

Local Directors, Executive Directors, Directors, and the Inspector General are evaluated on the following Categories. Examples of potential indicators for each Category are noted.

Category	Indicators
Leadership	Continuous Quality Improvement Plan Strategic Plan 360 Feedback (including Boards and Stakeholders)
Organization and Planning	Strategic Plan Implementation Continuous Quality Improvement Plan Implementation Guidelines Based on Program Standards
Resource Management	Percent of Non-DHR Resources Developed Percent of Time-Limited Funding Reverted
Customer Service/Customer Market Focus	Customer Service Standards Customer Complaint Resolution Data Customer Satisfaction Survey
Staff Development Performance Management	Employee Recognition Program Percent of PEPs Completed Training Plans and Opportunities
Business Results	Managing for Results Outcomes
Risk Management	Audit/Program Review Reports Employee Grievance/Discrimination Corrective Action Implemented Employee/Customer Theft/Fraud Incident Reports Environmental/Facility Incident Reports Staff License Review Reports